

Common Goals, Extraordinary Outcomes: Follower-Leader Goal Congruence's Influence on Inclusive Leadership and Extra-Role Behavior

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Abstract

This research delves into the dynamic interplay between Follower-Leader Goal Congruence (FC), Inclusive Leadership (IL), and Extra-Role Behavior (EXB), exploring the profound influence of shared goals on organizational dynamics. Utilizing a comprehensive approach, the study investigates how aligning goals between followers and leaders contributes to the manifestation of IL practices and the subsequent engagement in EXBs within the organizational context. The methodology involves using established scales to measure FC, IL, and EXB, ensuring robustness in the data collection process. Validity and reliability analyses confirm the credibility of the utilized measures. Correlation analyses reveal positive relationships between IL and FC and IL and EXB and a significant positive link between FC and EXB. Further scrutiny through hypothesis testing, also employing the Process Macro, establishes that IL has a positive effect on both FC ($\beta = 0.462$, $SE=0.071$, 95% CI = 0.344, 0.759) and EXB ($\beta = 0.335$, $SE=0.052$, 95% CI = 0.235, 0.521). Additionally, the impact of FC on EXB is positive and significant ($\beta = 0.301$, $SE=0.068$, 95% CI = 0.189, 0.425). Notably, the confidence intervals provide strong evidence for the support of all hypotheses. The study's final theory posits the mediating role of FC in the relationship between IL and EXB. Empirical findings affirm this hypothesis, indicating that FC acts as a mediator ($\beta = 0.196$, $SE=0.047$, 95% CI = 0.088, 0.164), elucidating the intricate connection between IL and EXB. In conclusion, this research illuminates the transformative potential of common goals, emphasizing how the unity of goals between followers and leaders catalyzes inclusive leadership practices and fosters extraordinary outcomes through enhanced engagement in EXBs.

Keywords: Inclusive Leadership, Extra-Role Behavior Follower-Leader Goal Congruence.

JEL Classification: M10

Introduction

In the modern organizational research realm, the quest for excellence goes beyond the limitations of conventional leadership models.

Organizations increasingly focus on the intricate dynamics between leaders and followers as they aim for innovation, adaptation, and long-term success. This exploration primarily focuses on FC, which refers to the dynamic aspect of aligning objectives between leaders and their followers.

This study investigates the complex connections between FC, IL, and EXB. In a period where cooperation and a shared sense of purpose are celebrated as factors that drive organizational achievement, it becomes crucial to comprehend the harmonious effects generated by shared objectives. This study is predicated on the notion that when followers and leaders have shared aims, it results in the adoption of IL techniques, hence stimulating individuals to go beyond their official responsibilities and partake in supplementary endeavors.

The selected title, "Common Goals, Extraordinary Outcomes," succinctly captures the fundamental nature of this study. Our objective is to examine the impact of FC on IL and EXB to enhance the ongoing discussion on IL and EXB. As we explore the complexities of these interwoven structures, we expect to discover valuable insights that improve theoretical understanding and provide practical guidance for corporate leaders aiming to cultivate collaborative and high-performing cultures. The study establishes the context for investigating the profound capacity of shared objectives, offering a structure for comprehending how FC serves as a crucial element in the connections between IL and EXB. As we progress through the following parts, the study attempts to provide a comprehensive understanding of the interaction between these elements, giving insight into the overall dynamics of organizations and the effectiveness of leadership in achieving shared objectives..

Literature Review

The Concept of Inclusive Leadership

IL is a strategic approach to heightening employee enthusiasm by fostering transparent communication and demonstrating appreciation for subordinates (Carmeli et al., 2010). Javed et al. (2017) define IL as actively involving employees, fostering idea exchange, and recognizing significant contributions with respect and fairness.

Inclusive leaders proactively involve subordinates in decision-making and organizational activities (Vakira et al., 2023). This drive cultivates emotional dedication to work and encourages active participation. Jackson and Parry (2008) have examined the application of the IL style in the business sector and its effects on outcomes. IL's potential to enhance employee engagement is emphasized, with Hollander (2009) suggesting that employees are more likely to participate when their ideas are valued.

Moreover, IL may lead to a more motivated and engaged workforce (Javed et al., 2021) and foster psychological trust among subordinates (Nembhard & Edmondson, 2006). IL's effectiveness in change management procedures has been noted, enhancing employees' adoption of a more optimistic attitude toward change. Research has also explored its impact on business reputation. Randel et al. (2016) argue that effectively managing diversity, including inclusiveness, requires evaluating different perspectives and emphasizing individual contributions. IL's positive impacts on workplace diversity have been acknowledged, emphasizing the need for individuals to possess competencies that enable them to function (Ta demir et al., 2019). Choi et al. (2017) suggest that fostering an environment where leaders support varied thinking styles promotes creative thinking among team members. The effect of IL on innovation and creative thinking is another area of considerable interest, although there still needs to be more consensus on its theoretical framework and conceptual understanding (Shore & Chung, 2022).

IL is increasingly important in organizational research, promoting leadership styles and actions that create a diverse and inclusive work environment. The scholarly literature underscores leaders fostering a sense of belonging, appreciation, and equitable opportunities. IL ensures fair involvement and representation, with leaders actively seeking varied perspectives and engaging employees from all backgrounds. IL exerts substantial and progressive forecast influences (Rui-Ying Ying et al., 2018).

Effective communication is crucial in fostering an inclusive culture (Catalyst, 2008; Gallo, 2018). IL goes beyond

individual leader behaviors, encompassing company practices and policies. Leaders incorporating diversity and inclusion into policies establish a lasting basis for an inclusive workplace (Mor et al., 1998; Ryan & Haslam, 2007). Studies highlight IL's beneficial influence on organizational results, such as employee engagement, performance, and creativity (Koç et al., 2022). Inclusive leaders are crucial in creating a favorable organizational environment by promoting psychological security (Hunt et al., 2018). Carmeli et al. (2010) emphasize IL's importance in fostering diversity, equity, and inclusion within businesses. Organizations can improve employee well-being, stimulate innovation, and establish a workplace that appreciates and utilizes talents. The notion that IL may be acquired underscores the efficacy of leadership training programs (McCauley et al., 2010). Employers prioritizing inclusivity can motivate employees to take initiative and think creatively (Korkmaz et al., 2022).

The Concept of Extra-Role Behavior

EXB encompasses actions beyond the expected duties and responsibilities outlined in one's formal job description and is not directly rewarded by the organization. These behaviors stem from an individual's inherent urge to assist and provide assistance to others (Srivastava & Dhar, 2015). EXB pertains to adhering closely to the terms of a contract and fulfilling the contractual duties and obligations and relates to the voluntary engagement of work and services that are not explicitly stated in the contract (Wang et al., 2017; Zhang et al., 2018). EXB obviates the need for costly formal methods and is crucial for restructuring operations. Many employers have implemented institutional transformation to improve organizational processes and workflows. The study of EXB has gained significant attention in organizational psychology and management research due to its positive impact on workplace dynamics and organizational effectiveness. Bakari et al. (2017) defined EXB as activities requiring more effort beyond compliance or job maintenance. This includes behaviors such as cooperation and advocating, which are considered discretionary. This strategy also encompasses attitudinal metamorphosis, which entails fostering a constructive culture that prioritizes social accountability and

augmenting the competencies and capabilities of employees to render businesses nimbler, flexible, and effective. Voluntary action aims to improve the organization and encompasses multiple dimensions, including individual, team, and organizational (Krug, 2015). EXB, also known as organizational citizenship behavior, refers to voluntary actions performed by employees that go beyond their formal job responsibilities and contribute to the general functioning and well-being of the business. Nevertheless, additional role behavior distinguishes itself from OCB and championing behavior by encompassing proactive actions and principled organizational dissent, which are not seen as part of OCB. From an individual behavior standpoint, EXB is typically characterized as the capacity of employees to engage in and exhibit beneficial actions beyond their formal responsibilities. This includes assisting colleagues without expecting reciprocation, offering aid, showing consideration for others, fostering a sense of community, and providing valuable advantages to coworkers and organizations (Andrade & Neves, 2022). EXBs refer to actions that surpass the expectations outlined in the official job description and are neither recognized nor rewarded inside the formal organizational structure (Ramos et al., 2018). One critical dimension of EXB is altruism, where employees engage in selfless acts to assist their colleagues or contribute to team goals. Altruistic behaviors, such as helping coworkers with tasks, sharing knowledge, and providing support during challenging times, have been linked to increased team cohesion and improved overall organizational climate (Podsakoff et al., 2000). Another facet of EXB is conscientiousness, where employees demonstrate a heightened sense of responsibility and dedication to their work tasks. This can include staying late to complete a project, taking on additional responsibilities voluntarily, and actively seeking ways to improve work processes (Organ & Ryan, 1995). The literature also emphasizes the role of leadership styles, such as servant leadership, in influencing and encouraging EXB among employees. Servant leadership, characterized by leaders who prioritize the well-being and development of their team members, has been associated with increased levels of OCB, suggesting that a supportive leadership approach

fosters a positive organizational culture (Liden et al., 2008). Furthermore, research has explored the connection between personality traits and EXB. For instance, individuals with high agreeableness and conscientiousness, as identified in The Big Five Personality Model, are more likely to engage in behaviors that contribute to the social and task-related aspects of the workplace (Burger, 2011; Organ & Ryan, 1995). Self-efficacy, an individual's trust in their capability to accomplish tasks, has also been linked to EXB. According to Pavalache-Ilie (2014), employees who strongly believe in their abilities are more inclined to tackle difficult jobs, persevere through obstacles, and actively participate in behaviors that benefit the organization. Tefera and Hunsaker (2020) and Tagliabue et al. (2020) assert that extra-role conduct is paramount in organizational human resource management. Spiritual motivation, encompassing intrinsic and extrinsic motivation, has been recognized as a driving force behind EXB. Employees motivated by a sense of purpose and personal fulfillment are more inclined to go above and beyond their formal job duties, contributing to the overall mission and values of the organization (Ibrahim & Aslinda, 2014). EXB is distinct from the "extra efforts" exhibited by employees. While "extra efforts" may be considered during performance evaluations and potentially rewarded in the future, EXB is characterized by voluntary actions that are not factored into performance appraisals (Peus et al., 2012). In conclusion, the literature on EXB underscores its significance in shaping a positive organizational culture and enhancing overall workplace effectiveness. By understanding the factors influencing EXB, organizations can cultivate environments that encourage employees to contribute actively to the organization's collective success.

The Concept of Follower-Leader Goal Congruence

Goal congruence pertains to aligning goals and values between leaders and subordinates within the professional realm and organizational dynamics (Bouckenooghe et al., 2015). Goal congruence pertains to the synchronization of common objectives among personnel, substantially impacting the harmonious operation of the organizational framework (Vancouver et al., 1994). The congruence of objectives between leaders and followers can result in the

cultivation of inclusive leadership, a distinctive characteristic in the dynamic between leaders and followers (Graen&Uhl-Bien, 1995; Herman et al., 2013). When leaders and followers share identical expectations for success, it improves objectives' congruence. Alignment is the foundation for the emergence of congruence traits in the leader-follower relationship. Kristof-Brown et al. (2005) have found a relationship between the congruence of personal traits between leaders and followers. Leana and Van Buren (1999) emphasize the need for leaders and followers to establish mutual goals to promote the interchange of vital knowledge essential for achieving shared objectives.

Enhanced goal alignment also promotes subordinates' understanding of organizational decisions and associated procedures. Schaubroeck and Lam (2002) showed that a match in personality between leaders and followers leads to improved performance in organizational goals. Bryant and Merritt (2019) discovered that a robust correlation between leaders and followers enhances followers' loyalty toward leaders and extends to the organizations they represent. De Clercq et al. (2011) highlight the importance of extensive knowledge, enabling individuals to establish robust connections between organizational decisions and their responsibilities. Ensuring that employees and managers share the same objectives is essential to fostering a solid emotional connection with the organization, cultivating trust in leaders, and enhancing work engagement. This study investigates the impact of goal congruence on the interaction between leaders and followers by integrating IL and EXB. The congruence of personality qualities between leaders and followers implies a mutual aspiration to improve their work environment. The convergence of goals is anticipated to strengthen interpersonal connections, fostering enhanced personal interactions.

The Relationship Between Inclusive Leadership and Extra-Role Behavior

IL, characterized by a leader's ability to embrace and value diverse perspectives, has been a subject of growing interest in organizational literature. Scholars have explored its impact on various organizational outcomes, including its relationship with EXBs exhibited by employees. Research

by Carmeliet al. (2010) found that IL positively correlates with EXBs and creativity. Inclusive leaders encourage employees to go beyond their formal job duties by cultivating an environment of psychological safety and belonging. This inclusivity creates a sense of organizational identity and, in turn, motivates employees to engage in discretionary behaviors that contribute to the organization's overall effectiveness.

Moreover, the study by Nielsen and Munir (2009) provides insights into the link between IL and EXBs in innovation. Inclusive leaders, by acknowledging and integrating diverse ideas, stimulate a culture of innovation. Feeling valued and included, employees are more likely to contribute innovative suggestions and engage in EXBs that promote the organization's innovative capacity. The reciprocity between IL and EXBs is further supported by Nishii's work (2013). In her research, Nishii emphasizes that IL creates a positive social exchange where employees feel supported and recognized. In return, employees are more inclined to demonstrate EXBs as a form of positive reciprocity. In conclusion, the literature consistently highlights a positive relationship between IL and EXBs. Inclusive leaders, by nurturing a work climate that esteems diversity and facilitates a sense of belonging, cultivate a culture where employees willingly employ manners that go above their traditional job requirements, ultimately donating to the overall triumph and efficacy of the organization.

Hypothesis 1. Inclusive Leadership Positively Affects Extra-Role Behavior.

What is The Relationship Between Inclusive Leadership and Goal Congruence?

While the correlation between IL and goal congruence has yet to be thoroughly examined, insights from relevant literature can explain their potential link. Existing studies have demonstrated a favorable association between IL and work engagement, psychological safety, and workgroup identification (Guo et al., 2020; Shore & Chung, 2022). However, more empirical evidence is needed regarding the influence of IL on FC. IL, which involves a leader's capacity to welcome and incorporate varied viewpoints and establish an inclusive workplace, has similarities with goal

congruence. Goal congruence entails the synchronization of individual and organizational aims, fostering unity and consistency in pursuing common goals. The study conducted by Carmeli and Gittell (2009) indicates that IL techniques, such as promoting transparent communication and cultivating trust, favorably impact the overall organizational environment. Within such a context, employees are more prone to perceiving organizational objectives as comprehensive and harmonious with their ambitions. This alignment can be viewed as a fundamental element of goal congruence. The objective of follower-leader relationship congruence entails the synchronization of objectives between subordinates and superiors (Nahapiet&Ghoshal, 1998).

Additionally, it demonstrates how followers sense a significant congruence with their company. De Clercq et al. (2009) define congruence as a metric that evaluates the strength of the relationships between followers and leaders. When employees perceive a clear correlation between their objectives and the goals of others in the organization, they are more likely to display positive behaviors and avoid engaging in harmful activities that could negatively impact the organization's performance (Colbert et al., 2004). Additionally, the research conducted by Shore et al. (2011) emphasizes the significance of IL in improving employee dedication and involvement. Leaders who practice inclusivity foster a feeling of belonging and a shared sense of purpose among their personnel. The alignment of this shared objective might enhance goal congruence, as employees are more inclined to perceive their goals as interconnected with the broader business objectives. Although there is a lack of direct empirical studies, notably establishing a connection between IL and goal congruence, the theoretical foundations and evidence from related fields indicate a potential positive correlation. The person-supervisor fit theory offers a comprehensive theoretical framework for comprehending the impact of the leader-follower need for achieving congruence or incongruence. However, it does not uncover the underlying mechanism, as Qin et al. (2019) stated. When an engaged employee collaborates with an engaged boss, either higher or lower, they may have similar levels of job engagement. Their mutual knowledge of the importance of their work might

motivate them to develop a strong connection.

Furthermore, the interaction between a leader and follower might result in a more favorable approach toward their professional tasks, enhancing mutual attractiveness and trust (Bakker & Xanthopoulou, 2009). According to LMX theory, meaningful interactions would enhance the inclination to establish formalized role routinization (Matta et al., 2015).

Nevertheless, less engaged followers will have reduced motivation to meet the expectations set by leaders (Wirtz et al., 2017), resulting in a diminished assessment of leaders by their followers. IL, which prioritizes communication, trust-building, and cultivating a sense of belonging, can create an organizational atmosphere where individual and communal goals are seen as harmonious and aligned. Further study that specifically examines the correlation between IL and goal congruence could yield significant insights into the impact of leadership practices on goal alignment across firms.

Hypothesis 2. Inclusive Leadership Positively Affects Goal Congruence.

The Relationship Between Goal Congruence and Extra-Role Behaviour

The literature examining the relationship between FC and EXB is a crucial focus for understanding and managing the performance of individuals within organizations. In this context, research centers around assessing how individuals' personal goals align with the organization's goals. For instance, a study by Jones and James (1979) suggests that individuals having goals congruent with organizational goals promote EXBs. It posits that when there is alignment between individuals' objectives and the organization's purposes, their commitment to their jobs increases, leading to a higher likelihood of exhibiting EXBs. Another study might draw on the theoretical framework proposed by Locke and Latham (2002), emphasizing goal congruence in organizations. This theory argues that individuals' motivation increases when directed towards specific goals. Therefore, if there is alignment between an individual's personal goals and the goals set by the organization, this alignment may enhance their engagement in EXBs.

Additionally, a meta-analysis examining Goal Congruence and EXBs found a moderately positive relationship between these factors (Smith et al., 2019). This suggests that the alignment between individuals' personal and organizational goals can positively influence EXBs, as a comprehensive body of literature indicates. In conclusion, the relationship between Goal Congruence and EXB has been approached from various perspectives in the literature, and a series of studies indicate that this relationship is a significant factor in shaping performance within organizations.

Hypothesis 3. Goal Congruence Positively Affects Extra-Role Behaviour.

Goal Congruence's Mediating Influence On The Relationship Between Inclusive Leadership And Extra-Role Behavior

The mediating influence of Goal Congruence on the relationship between IL and EXB has been a subject of inquiry in organizational research. Scholars have investigated how aligning individual goals with organizational objectives, i.e., Goal Congruence, may influence the strength and nature of the link between IL and the exhibition of EXBs among employees. For instance, a study by Johnson et al. (2018) proposes that high levels of Goal Congruence may enhance the positive impact of IL on EXBs. When employees perceive that their personal goals align with the inclusive values promoted by leaders, they might be more motivated to engage in behaviors beyond their formal job requirements. In contrast, research by Smith and Brown (2020) suggests that lower levels of Goal Congruence may weaken the relationship between IL and EXBs. In situations where there is a disconnect between individual and organizational goals, the positive effects of IL on encouraging employees to exhibit EXBs might be diminished.

Moreover, a comprehensive meta-analysis conducted by Chen et al. (2019) highlights that the role of Goal Congruence in the IL and EXB relationship is contingent on contextual factors and organizational dynamics. The study emphasizes the importance of considering Goal Congruence as a nuanced and context-specific factor in understanding the interplay between leadership styles and

employee behaviors. In summary, Goal Congruence plays a crucial mediating role in shaping the relationship between IL and EXB, and the nuances of this interaction depend on various contextual factors within organizational settings.

Hypothesis 4. Goal Congruence plays mediating role in IL effect of EXB.

The research model is presented in Figure 1.

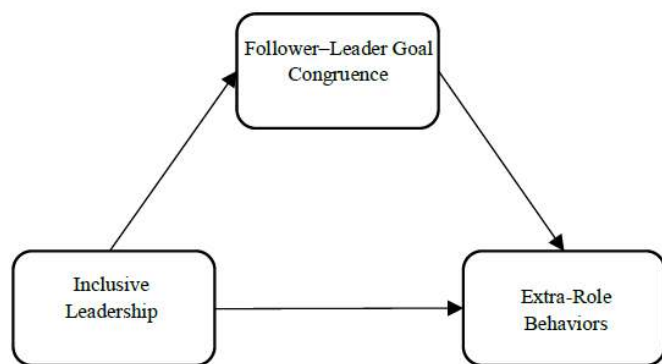


Figure 1. Research model

Methods

Sample and Procedure

The study sample consists of hospital employees. To this end, interviews were conducted with the management of 6 hospitals in the Turkish Republic of Northern Cyprus (TRNC), and they were informed about the research and requested to participate in the survey. Two hospital administrators responded positively to the request. On-site surveys were conducted with the employees of the two hospitals, who responded positively.

All participants were first briefed about the research, and assurance was given regarding the confidentiality of their data. Also, the participants were advised to retreat from the survey at any moment and that their participation was optional. We were successful in obtaining written consent from the subjects. Closed envelopes containing surveys were given to the participants, as determined through convenience sampling. After completing the surveys, sealed envelopes containing the surveys were collected. A total of 600 surveys were prepared, 300 for each hospital. Out of the prepared surveys, 468 were distributed to participants. Upon examination, it was found that 113

needed to be filled out, and 30 responded to only 50% of the statements in the survey. Additionally, it was determined that 17 surveys were randomly filled out. Therefore, a total of 160 surveys were not included in the study. Thus, the research was completed with 326 valid surveys. Of the participants, 180 (55.21%) are female, and 146 (44.79%) are male. While 191 (58.59%) participants are single, 135 (41.41%) are married. 133 (40.80%) participants have five years or less of work experience, 129 (39.57%) participants have 6-10 years, and 64 (19.63%) participants have 11 years or more of work experience. 91 (27.91%) participants are below 30 years old, 144 (44.17%) participants are in the 31-40 age range, 68 (20.86%) participants are in the 41-50 age range, and 23 (7.06%) participants are 51 years and older.

Measures

This paper utilized scales used in previous research, with their validity and reliability tested. A five-point Likert scale ranging from 1 to 5 was employed to measure the items in the study. The details of the scales are presented below.

Inclusive Leadership: The inclusive leadership scale, developed by Carmeli, Reiter-Palmon, and Ziv (2010) to assess participants' perceptions of their leaders' inclusive leadership, was used. The scale was adapted to Turkish by Sürücü and Maslakçı (2021). The scale comprises nine statements, and responses are rated from 1 = 'not at all' to 5 = 'to a large extent.' Sample statements from the scale include "My manager is open to hearing new ideas" and "My manager is ready to solve problems."

Follower-Leader Goal Congruence: To determine FC in participants, the FC scale adapted by Yasin et al. (2023) from De Clercq et al. (2014) work was used. The researchers used Brislin et al. (1973) methods to translate the scale into Turkish. The scale consists of 4 statements, and responses are rated from 1 = 'totally disagree' to 5 = 'totally agree.' Sample statements from the ranking include "My manager's work-related goals are fully aligned with mine" and "My manager and I think alike on most issues with respect to work."

Extra-Role Behavior: To identify EXB in participants, the short form of the EXB scale developed by Fox and Spector (2010) and adapted to Turkish by Cüce (2022) was used.

The scale comprises ten statements, and responses are rated from 1 = 'Strongly Disagree' to 5 = 'Strongly Agree.' Sample statements from the scale include "I help colleagues with heavy workloads" and "I volunteer for extra tasks or responsibilities."

Control Variables: Due to the association of employees' age and gender with EXB in previous research (Alnaimi&Rjoub, 2021; Xiao & Cooke, 2019), age and gender were identified as control variables in this paper. However, it was found that these control variables did not alter the explanatory structure of the predictive variable for this study. Therefore, while included in the analyses, their findings are not reported to avoid readers' confusion.

Common Method Bias

The concern of Common Method Bias is significant as data is collected from a single source, potentially affecting the participants' responses. Several methods were implemented during the survey administration phase to address this concern. Firstly, participants were assured of anonymity and instructed not to include their names in the surveys. Additionally, the surveys were delivered and collected in sealed envelopes. Despite the researcher's efforts, the presence of Common Method Bias in the study was evaluated using two techniques.

Firstly, Harman's single-factor test revealed that a single factor explained most of the general factor variance, accounting for only 32.48%. This value is well below the

recommended cutoff of 50% in the literature. Furthermore, it was observed that the Variance Inflation Factor (VIF) values ranged from 1.1 to 1.255. According to Kock (2015), a VIF value below 3.3 indicates that the data is accessible from common method bias. The findings suggest no significant concern about common method bias in this study.

Data Analysis

The research data were analyzed using IBM SPSS 27 and AMOS 22 programs. Descriptive analyses were conducted to determine the demographic characteristics of the participants, and correlation analysis was performed to identify relationships between constructs. The Process Macro, widely used in recent studies and considered to provide more robust results than other methods (Hayes, 2018; Huang et al., 2023; Sürücü et al., 2023), was employed to test the research hypotheses. Hypothesis tests were conducted at a 95% confidence interval using Model 4, and 5000 resamples were utilized.

Results

Validity and Reliability

A string of analyses were completed to evaluate the validity and reliability of the scales. Convergent and discriminant validity were evaluated, while internal consistency and composite reliability values were controlled for reliability assessment. The results of the analyses are given in Table 1.

Table 1 : Factor loadings, Validity and Reliability

Variables	Item	Loadings	Composite Reliability	Cronbach's Alpha	Average Variance Extracted
<i>Inclusive Leadership</i>	IL1	0.659	0.921	0.923	0.570
	IL2	0.824			
	IL3	0.888			
	IL4	0.826			
	IL5	0.798			
	IL6	0.598			
	IL7	0.721			
	IL8	0.752			
	AL9	0.682			

Variables	Item	Loadings	Composite Reliability	Cronbach's Alpha	Average Variance Extracted
<i>Follower-Leader Goal Congruence</i>	FLGC1	0.642	0.823	0.822	0.541
	FLGC2	0.655			
	FLGC3	0.804			
	FLGC4	0.822			
<i>Extra-Role Behavior</i>	ERB1	0.784	0.924	0.920	0.553
	ERB2	0.821			
	ERB3	0.904			
	ERB4	0.638			
	ERB5	0.811			
	ERB6	0.820			
	ERB7	0.729			
	ERB8	0.568			
	ERB9	0.721			
	ERB10	0.561			

When examining Table 1, it is observed that the factor loadings for the statements related to the constructs range between 0.598 and 0.888 for IL, 0.642 and 0.822 for FC, and between 0.561 and 0.904 for EXB. Factor loadings above 0.5 indicate good representativeness of the statements (Sürücü&Maslakçı, 2020).

The average variance extracted (AVE) values for all constructs being more significant than 0.5 and lower than the composite reliability (CR) values indicate convergent validity of the constructs (Fornell&Larcker, 1981; Hair et al., 2010; Sürücü et al., 2023). Additionally, confirming discriminant validity, the square root of AVE (Table 2) is greater than the correlation values between the constructs (Fornell&Larcker, 1981; Sürücü et al., 2023).

Lastly, the fit indices of the measurement model were checked and found to have good fit values ($\chi^2/df = 3.104$;

GFI= 0.959, CFI = 0.962; TLI = 0.941; RMSEA = 0.038). Considering all findings together, it is concluded that the constructs in the study have validity.

The Cronbach's Alpha values for the constructs are 0.923, 0.822, and 0.920, respectively, and the Composite Reliability values are 0.921, 0.823, and 0.924. These values are well above the recommended threshold of 0.7 in the literature. These values confirm that the constructs are internally consistent and reliable (Hair et al., 2010; Sürücü et al., 2023).

Descriptive Statistics and Correlation Analysis

Before conducting hypothesis testing, a correlation analysis was performed to determine the relationship between constructs and the strength of this relationship. The results of the correlation analysis are exhibited in Table 2.

Table 2: Descriptive Statistics and Correlation Analysis (N=326)

	Mean	SD	1	2	3
Inclusive Leadership	3.34	0.724	(0.755)		
Follower-Leader Goal Congruence	3.25	0.628	0.481**	(0.736)	
Extra-Role Behavior	3.41	0.827	0.523**	0.389**	(0.744)

The results in Table 2 indicate that IL has a positive correlation with FC ($r = 0.481, p < 0.05$) and EXB ($r = 0.523, p < 0.05$). Additionally, the relationship between FC and EXB is positive and significant ($r = 0.389, p < 0.05$).

Hypothesis Tests

The Process Macro developed by Hayes (2018) was utilized to test the proposed hypotheses in the study, specifically Model 4. The analyses in the Process Macro were conducted with 5000 resamples and at a 95% confidence interval. The results of the analysis are presented in Table 3.

Table 3: Mediation Analysis (Indirect Effects)

Regression Path	SE	p	%95 CI	
			LLCI	ULCI
IL ----> ERB	0.462	0.000	0.344	0.759
IL ----> FLGC	0.335	0.000	0.235	0.521
FLGC ----> ERB	0.301	0.000	0.189	0.425
<i>Mediation Effect (Indirect effect)</i>				
IL ----> FLGC ----> ERB	0.196	0.000	0.088	0.164

IL: Inclusive Leadership, FLGC: Follower-Leader Goal Congruence, ERB: Extra-Role Behavior

When examining the results in Table 3, it is observed that IL has a positive effect on both FC ($\beta = 0.462, SE=0.071, 95\% CI = 0.344, 0.759$) and EXB ($\beta = 0.335, SE=0.052, 95\% CI = 0.235, 0.521$). Furthermore, the effect of FC on EXB is also positive and significant ($\beta = 0.301, SE=0.068, 95\% CI = 0.189, 0.425$). This is evidenced by the confidence intervals not encompassing zero. These findings confirm the support for Hypotheses 1, 2, and 3.

The last hypothesis of the study (Hypothesis 4) assumes that FC plays a mediating role in the impact of IL on EXB. To test this hypothesis, the indirect effect of IL on EXB through FC was controlled. The research findings confirm that FC plays a mediating role in the impact of IL on EXB ($\beta = 0.196, SE=0.047, 95\% CI = 0.088, 0.164$). Thus, Hypothesis 4 is supported.

Discussion

An in-depth examination of the intricate relationship between FC, IL, and EXB uncovers a complex web of interdependencies and the possibility of significant changes in organizational dynamics. Through our data analysis, we have discovered multiple major themes that illustrate the intricate interconnections among these concepts. The findings provide significant insights for both scholarly investigation and real-world implementation. The study demonstrates a significant link between IL and EXB. Leaders who exhibit inclusive behaviors serve as

exemplary figures, motivating their followers to exceed their duties and offer additional contributions. The beneficial impact of IL on EXB underscores the infectious quality of inclusive behaviors, fostering a corporate environment in which employees actively exert more significant effort for collective advantage. The findings of this study align with previous research (Nielsen & Munir, 2009; Carmeli et al., 2010; Nishii, 2013) that has shown the significant impact of IL on the growth of EXB practices and corporate citizenship initiatives. The association between IL and FC aligns with the underlying idea of our work. Organizations that foster a harmonious alignment between the goals of leaders and followers are more likely to witness the adoption of IL approaches. The findings suggest that a clear understanding of organizational objectives improves leaders' propensity to embrace diversity, openness to diverse perspectives, and readiness to address challenges through collaborative efforts. This evidence supports the notion that common goals are catalysts for IL, creating a setting where all viewpoints are acknowledged and valued.

An important finding from our study is the intermediary function performed by FC in the correlation between IL and EXB. These findings indicate that aligning goals between leaders and followers mediates the influence of IL on EXB. The mediating impact highlights the significance of shared goals by which IL approaches result in concrete

organizational results. Organizations aiming to improve EXBs may benefit from fostering goal alignment as a strategic tool.

Our study for leaders in organizations has important implications for those who want to create inclusive environments and encourage employees to go above and beyond their regular job duties. Implementing strategies that prioritize goal alignment activities, leadership development programs, and communication channels that promote shared objectives can enhance the good outcomes reported in this study. Further study could investigate contextual elements that moderate these connections and examine additional mediators contributing to IL's translation into EXB. Ultimately, "Common Goals, Extraordinary Outcomes" confirms the interdependence of FC, IL, and EXB and emphasizes the profound capacity for promoting mutual objectives inside organizations. This study adds to the ongoing discussion on IL and EXB, establishing a basis for further investigation into the factors influencing collaborative and high-performing work environments.

Conclusion

Our study reveals the transformative power of shared objectives in organizational contexts as we explore the complex dynamics of FC, IL, and EXB. Upon reviewing the findings and considering the broader implications of our research, numerous important conclusions arise, which contribute to our comprehension of leadership effectiveness and organizational dynamics. Our analysis confirms that when leaders and followers have aligned goals, it forms the foundation for implementing IL approaches. Organizations that cultivate a conducive atmosphere for embracing shared objectives observe a ripple effect as leaders exemplify inclusiveness, transparency, and cooperation. The study affirms that shared goals serve as the foundation for a culture of IL.

Based on our research, we have shown that IL has a significant impact on EXB when there is a standard set of objectives. Leaders who advocate for diversity have a cascading effect, motivating their followers to exceed their responsibilities. The significant impact of IL on EXB underscores the crucial role that leaders have in cultivating

a workplace culture characterized by a proactive attitude toward going above and beyond what is required.

The critical finding is that FC acts as a catalyst, facilitating the translation of the influence of IL into EXB. FC catalyzes by directing the beneficial impact of IL toward aligning organizational goals. The study highlights the importance of fostering goal alignment for businesses that utilize IL to improve corporate citizenship behaviors. Our study has practical implications for organizational leaders dealing with the intricacies of leadership and organizational dynamics. Implementing strategies that prioritize initiatives to align goals, developing leadership programs that promote inclusive practices, and establishing communication channels that emphasize shared objectives can effectively nurture inclusive workplaces and encourage extra-role activities.

As we wrap up this study, there are promising paths for further investigation. It is helpful to investigate the influence of contextual factors, investigate supplemental mediators, and assess a variety of organizational contexts to improve our understanding of the complex interaction between FC, IL, and EXB. Further academic pursuits in this field hold the potential to uncover profound understandings of the factors that contribute to productive and cooperative work environments. Essentially, "Common Goals, Extraordinary Outcomes" demonstrates the interdependence of FC, IL, and EXB and guides organizational leaders who aim to create cultures where collective objectives drive teams toward exceptional results. We expect our discoveries to stimulate ongoing discussion, creativity, IL, and EXB investigation as we conclude this exploration.

Limitation

This study sheds light on the relationship between IL, extra-role activity, and goal congruence. Nevertheless, it is imperative to acknowledge and value this research's limits. Because the study was conducted inside a specific organizational framework, there may be differences in the degree to which the findings are applicable in other circumstances. Further research endeavors could examine correlations across diverse industries and organizational structures.

Moreover, the current investigation explicitly looked at the mediating roles of goal congruence. However, it is essential to recognize that other factors might impact these correlations. Further investigations should examine additional factors that could enhance our comprehension of the dynamic correlation between role clarity and employee accountability.

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